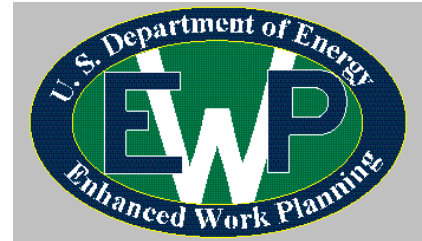


Fernald Report

September 1996

Enhanced Work Planning Nets Significant Productivity Improvements

In 1995, DOE introduced a new initiative to dramatically redesign DOE's work planning process in an effort to improve safety, productivity and efficiency. Over the last year, nine DOE sites, including the Fernald Environmental Management Project (FEMP), have participated in this initiative called "Enhanced Work Planning."



The foundation for the initiative is to bring together -- as an integrated, multidisciplinary team -- all personnel involved in work planning to develop, review, and approve work packages in one step. This has required fundamental culture changes. Historically, craft workers were rarely involved in preparing or reviewing work packages, so problems which might have been averted during planning were not discovered and corrected until the work was ready to be performed, often causing delays and rework. Now craft workers, engineers, health and safety specialists, etc., work with planners early during planning, maximizing productivity and efficiency.

The FEMP's Notable Successes

The FEMP has been a model for many of DOE's programmatic improvements and has experienced increased efficiency in 34 areas of the work planning process. Some of the FEMP's most notable successes include:

- ▶ a \$250,000 annual cost avoidance by having support groups, rather than planners, identify when permits are required, what the requirements should be, and how the requirements can be made more consistent for similar jobs;
- ▶ an 86 percent reduction in the average time to complete a corrective maintenance work request, from 151 days to 21 days;
- ▶ a 42 percent drop in the site's backlog of maintenance work orders and preventive maintenance actions;
- ▶ a 20 percent reduction in delay time for executing work since last quarter.

Highlights of the FEMP's current work planning initiatives, such as the development of an electronic work package, will be featured in future issues of the *Fernald Report*.



(FEMP File Photo 6404-08)

A Message from Guest Columnist Fluor Daniel Fernald President John Bradburne

I am pleased to announce that effective immediately, our company has changed its name from FERMCO to Fluor Daniel Fernald Inc. Since I joined the Fernald team in February, many team members have heard me say that one of my goals was to better integrate FERMCO and Fluor Daniel. Many team members told me how disconnected they felt from the parent company.

This name change was made for various reasons, with the two most important being that it:

- conveys our identification with the global Fluor Daniel family;
- is symbolic of our efforts to open more doors for team members to the multitude of growing opportunities within Fluor Daniel.



Organizationally, we are working to achieve an environment which allows us to bring together the best combination of the company's resources to provide the greatest value for our team members and for DOE, our client. Our operations at the FEMP are -- and must continue to be -- BETTER, FASTER, CHEAPER and SAFER.

I am pleased to be the first president of Fluor Daniel Fernald, and the leadership team is happy to be leading this company to completion of the accelerated cleanup plan at the FEMP. We are simply carrying out the mission as a company with a new name.

John Bradburne

President, Fluor Daniel Fernald



DOE Secretary O'Leary Designates FEMP Mentor-Protégé Program as "Program of the Year"

On Aug. 22, DOE Secretary Hazel O'Leary honored Fluor Daniel Fernald Inc. for its 1995 Mentor-Protégé Program accomplishments by designating it as the "Program of the Year." Fluor Daniel Fernald implemented its Mentor-Protégé Program in March 1995. The program provides historically under-utilized businesses -- small disadvantaged and/or women-owned businesses -- with appropriate developmental assistance to perform as subcontractors at the FEMP and other DOE facilities.

According to Fluor Daniel Fernald President John Bradburne, the businesses in the Mentor-Protégé Program have already made valuable contributions in terms of quality and cost efficiency. Area companies currently participating in the Mentor-Protégé Program are Horizon Environmental Group and Village Building Services of Cincinnati, and International Consultants Inc. of Dayton. The program is administered through the FEMP Small Business Office.